

The biggest thing in industry  
is not machinery or material  
or markets, but MEN

# The Human Side of an Industry



J. H. PATTERSON

Founder of The National Cash Register Company, and the first man to introduce welfare work into industry.

**T**HIRTY years ago John H. Patterson, founder of The National Cash Register Company, originated the welfare work for employees which developed the human side of industry.

His work along these humanitarian lines was not, at first, fully understood or appreciated either by the employees or the business world. However, experience soon demonstrated that the biggest element in industrial life was not machinery or material but man himself.

Today this is generally recognized throughout the world. The welfare ideas of Mr. Patterson have been widely copied and adopted by hundreds of other industrial concerns, resulting in increased efficiency, a better product, and a marked improvement in the health, happiness, and prosperity of the worker.



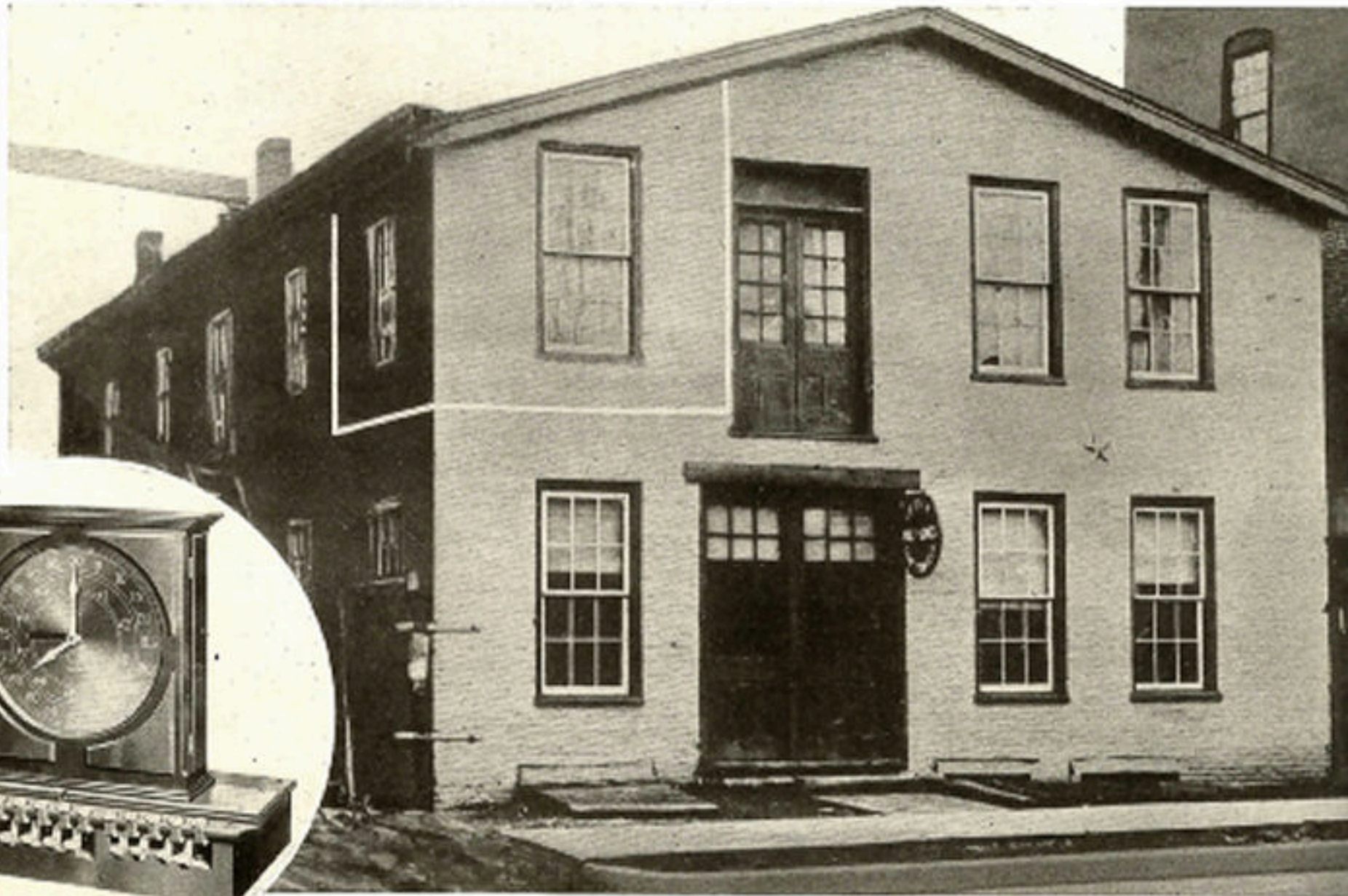
F. B. PATTERSON

Who as president of The National Cash Register Company is carrying on the business, the welfare work, and the plans for civic betterment started by his father.



The great unseen force in industry is the good will of its workers

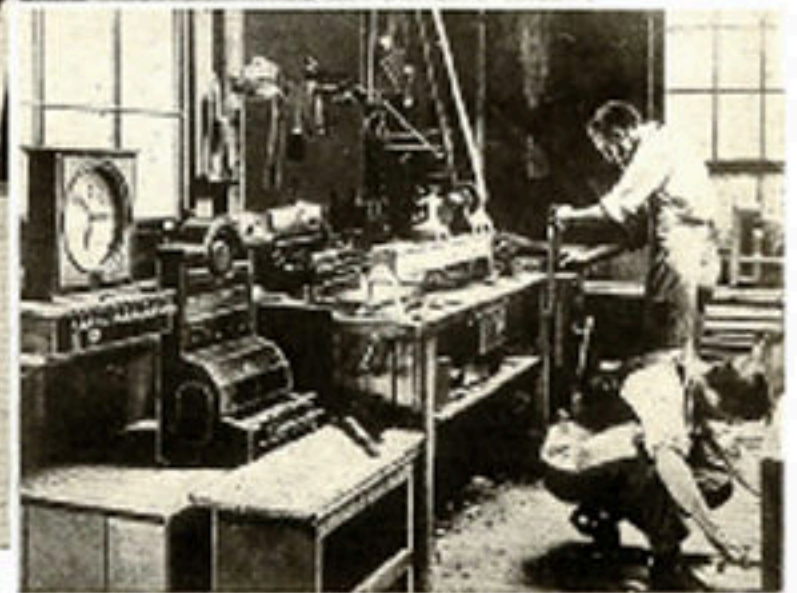
The first  
cash register



The first cash register was built in the corner room indicated by the white line



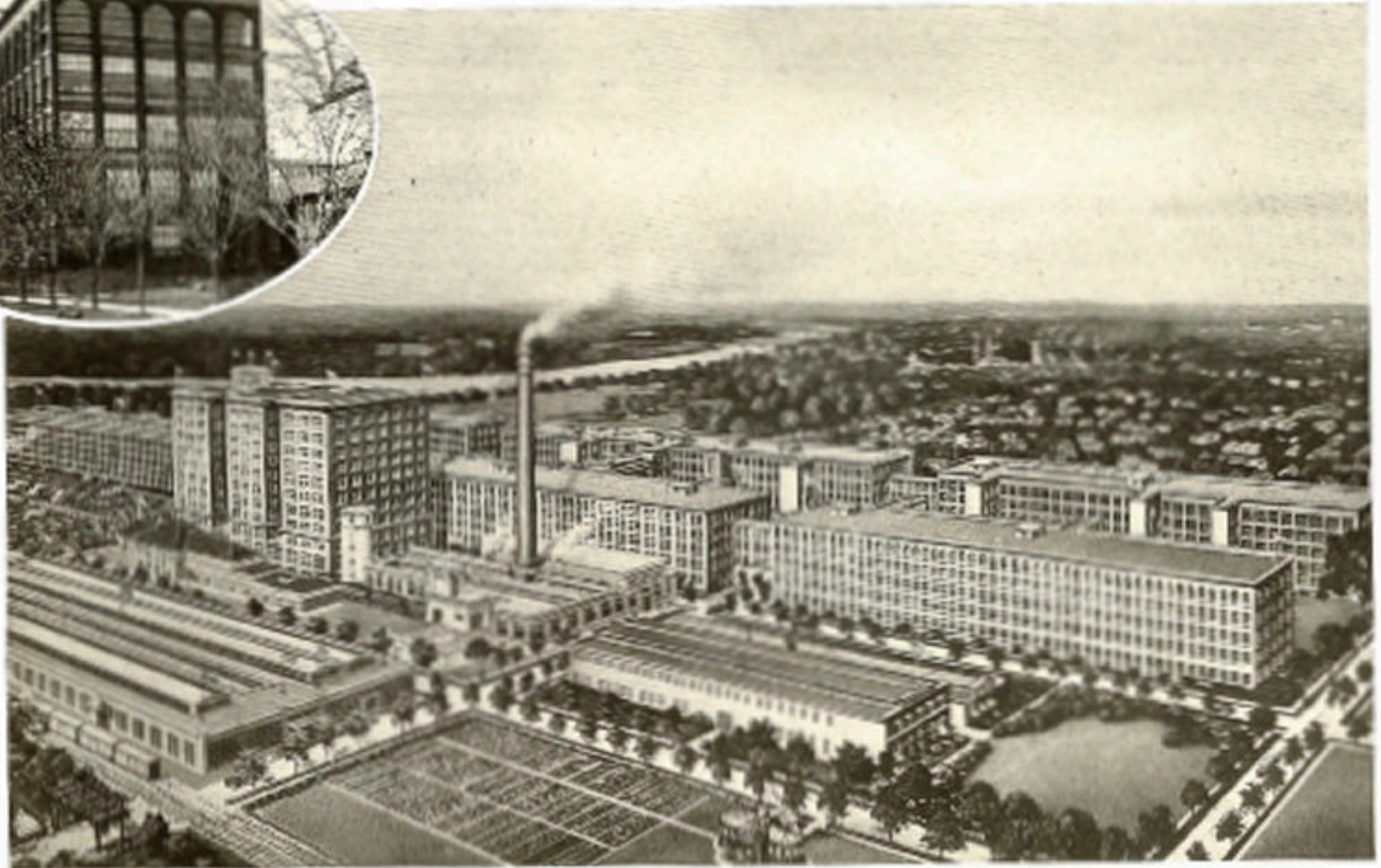
The first workroom



A group of employees taken after the Company had moved from the original one-room workshop to a building in the center of the city



An N. C. R.  
building—the  
first daylight  
factory  
building in  
America



Pleanty of light and fresh air are the first essentials of good workmanship and good health. "Big-window" factory buildings insure the most healthful conditions

## The Physical Welfare of the Employee

THIS Company has gone forward under the conviction that success cannot be won by developing machinery and neglecting men, that there are human values as well as machine values. Therefore a premium has always been put on that method of production which secured the maximum output with the greatest possible protection of the employee's health and life.

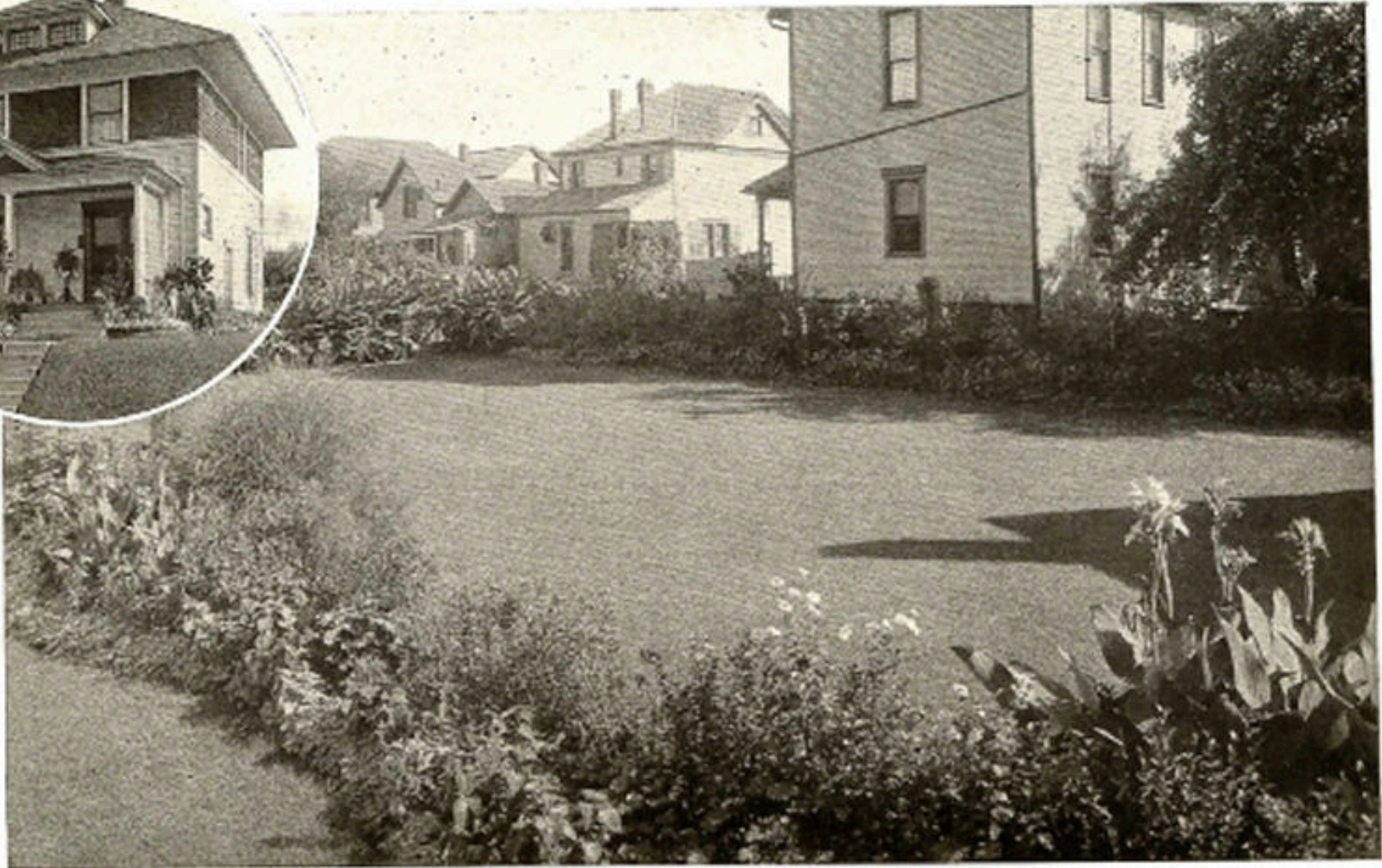
To this end the Company set a new standard in factory construction, in factory equipment, in sanitation, in accident prevention, and in the physical welfare of the worker. These things became of the greatest concern to the management a generation ago, and no expense was spared to promote them.

Many years ago the Company discovered that industry cannot advance in bad environment. It gave leadership, time, and money to improve home life in the neighborhood. It helped to secure for the city the best possible government, better health measures, and a better educational system and administration. It led in the development of neighborhood improvement associations and parks and playgrounds.

As a result of these efforts there has grown in Dayton an appreciation of the value of beauty to civic life, industrial peace, and community efficiency. All of these help to make a better city, state, nation, and world. To make these things possible this Company has planned, worked, and invested its money for many years in an unselfish effort to promote the common good.



**A typical  
home in  
South Park**



**Classes in landscape gardening and prizes for most attractive yards have produced results like this. The influence of this work is apparent in all parts of the city**





Youthful gardeners starting out to sell their produce

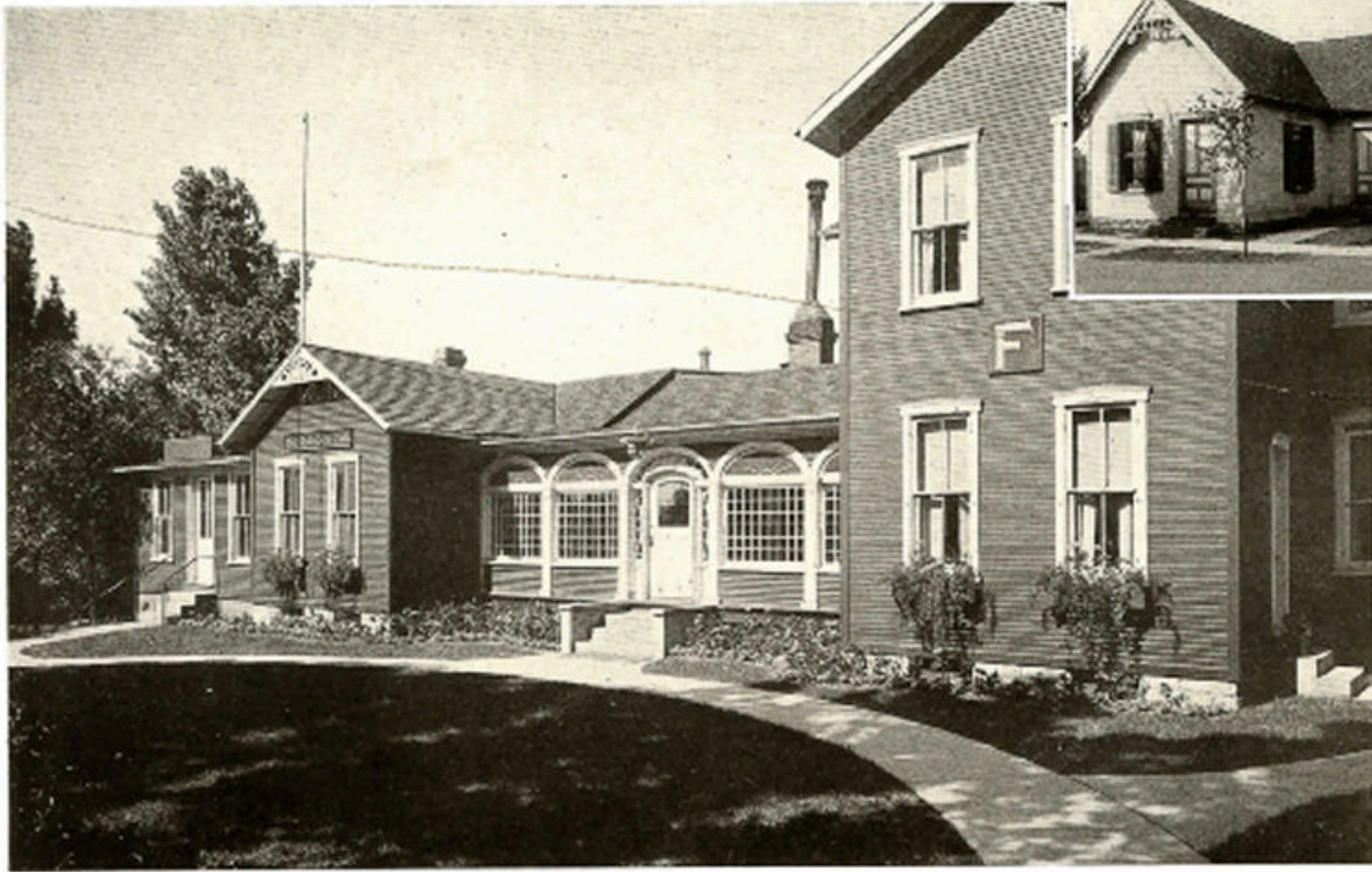
The boy gardeners raise and sell for their own profit a considerable quantity of produce each year. They learn business methods and the value of work. These were the first boys' gardens in the country



The Girls' Gardens are just as popular as those for the boys



Awarding annual prizes to the most successful boy and girl gardeners. This is the hall at the N C R City Club, a centrally-located building used for civic affairs as well as for those of the Company

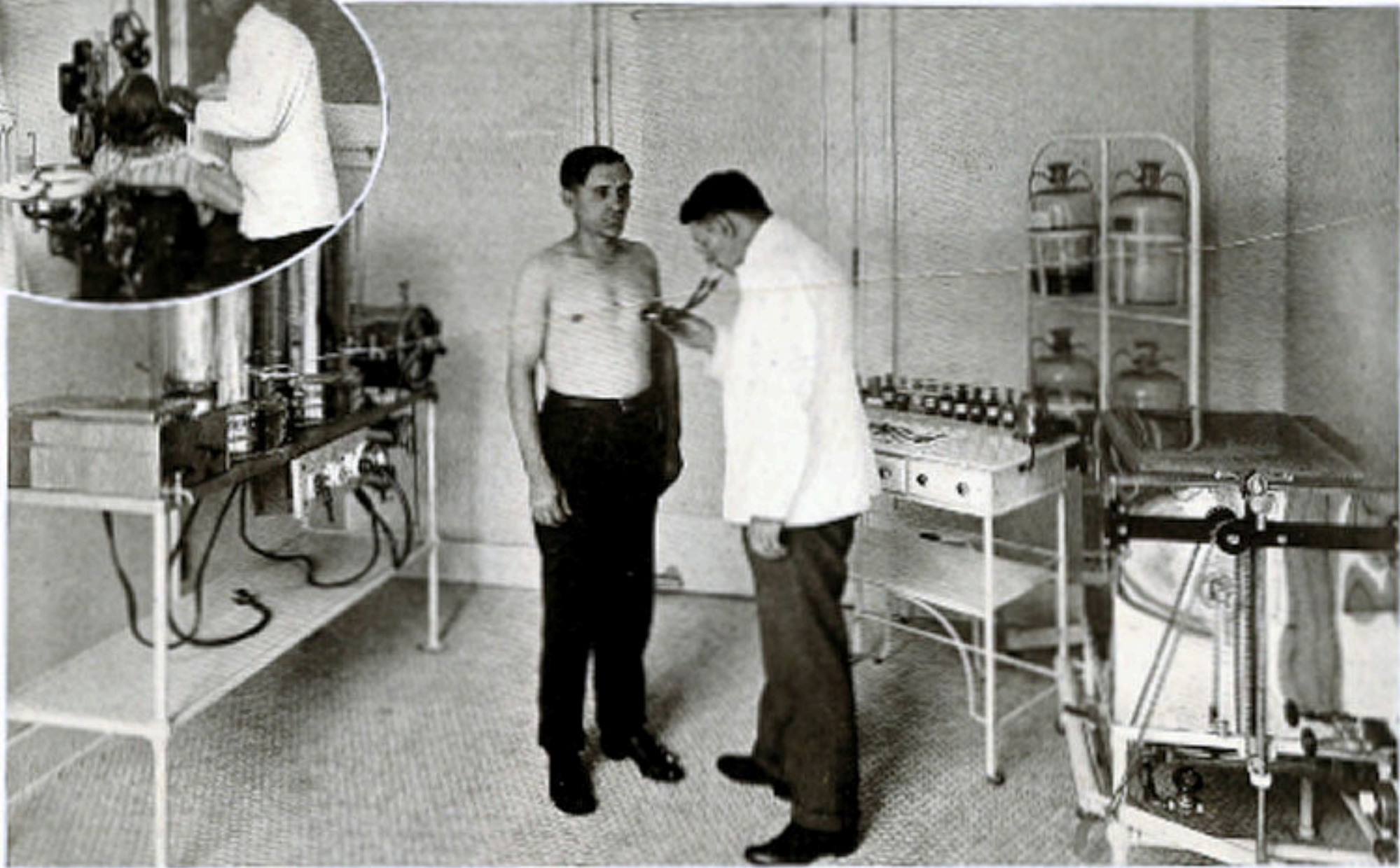


The House of Usefulness, our first community welfare building

The Rubicon Club, a neighborhood clubhouse, located near the factory and used to advance community welfare. Clubhouses like this are now located in many sections of the city



A completely equipped dental office is maintained for free service to employees



Before entering our employ an applicant must pass a thorough physical examination. The services of a completely equipped Hygiene Department, physicians, and nurses are available without charge at all times



Immediate attention to minor injuries and illness prevents many complications

The treatment room is an important part of our Hygiene Department. Electrical and massage treatments are given without charge and on the Company's time



Umbrellas  
and overshoes  
are loaned to  
employees  
in rainy  
weather

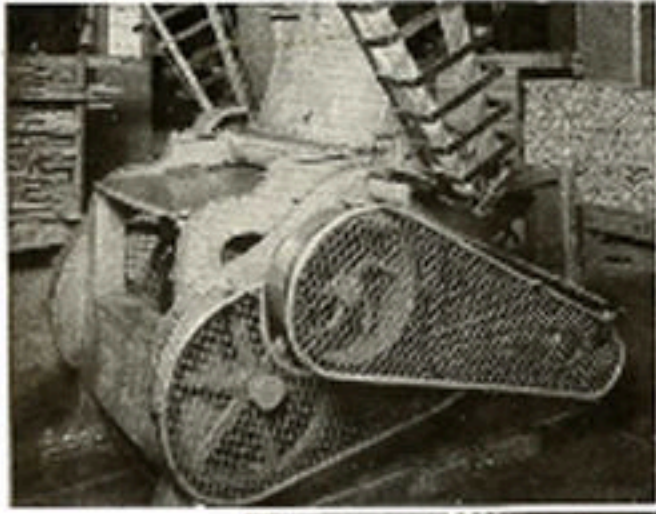


Completely equipped rest rooms like these adjoin all departments in which women are employed. They represent just one of the steps taken to safeguard the physical welfare of employees



Aprons and sleeves-lifts for women employees have long been furnished by the Company

Nothing is left undone to make working conditions as safe and comfortable as possible. High-backed chairs with foot rests are provided wherever they can be used to advantage. All machines are equipped with effective safety devices



Every machine is equipped with a safety guard to protect the employee



This factory was one of the first to install an automatic exhaust system to carry away metal and wood dust. This is just one of the ways in which work has been made healthful and safe





Every  
employee is  
encouraged to  
send in  
suggestions

The annual award of prizes to winners in the Suggestion Contest. Four thousand dollars is distributed to an average of six hundred prize winners each year



A special dining room is provided for foundry workers



Fourteen hundred people can be served in twelve minutes in our main dining hall. Hot, well-cooked meals are provided for employees, and are sold at cost



The Officers' Club dining room for executives, foremen, job foremen, and those in similar positions

The girls' dining room is operated on the self-serve plan. A complete meal is furnished at a cost of twenty cents. More than 350 girls are served here at noon



Bringing  
the library to  
the man out  
in the factory



Our library contains more than 7,000 books and current periodicals. Most of these are on subjects which will help a man advance himself in the business. The books are loaned to employees just as in a public library

## Profit Sharing Helps to Make Every Employee Feel Like a Partner in the Business

**T**HIS Company was one of the first to share profits with its employees. Profit sharing has accomplished the following results for this business and we feel will do the same in any business.

- ① Promotes thrift.
- ② Increases efficiency.
- ③ Reduces labor turnover.
- ④ Puts heart into the work.
- ⑤ Creates closer co-operation.
- ⑥ Makes better living conditions.
- ⑦ Creates incentive for promotion.
- ⑧ Increases production and lowers costs.
- ⑨ Prevents waste of material, time, and labor.
- ⑩ Makes every one feel like a partner in the business.

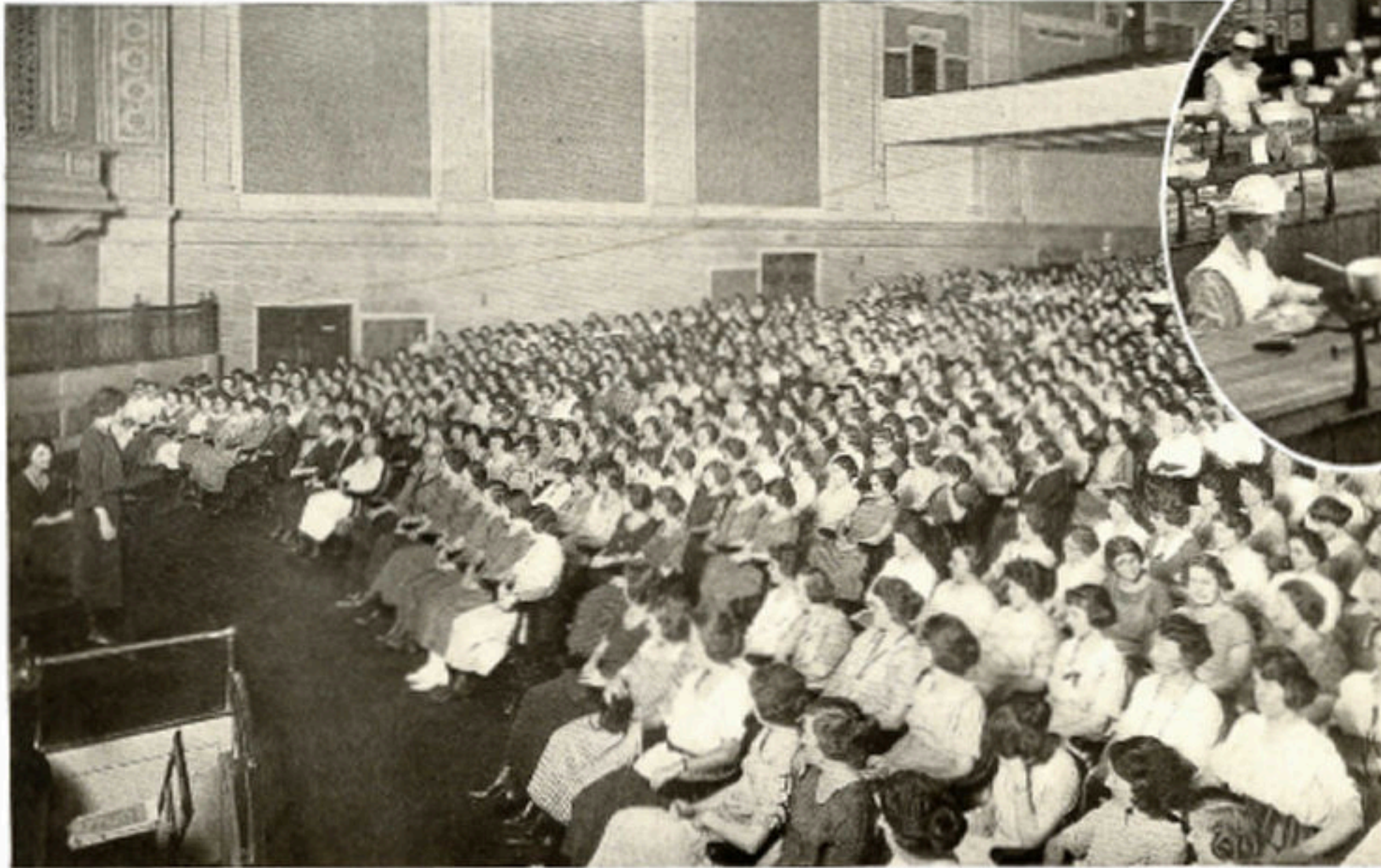


After deducting a certain percentage for interest on investment and sinking fund, profits are divided equally between owners and employees

### Profit Sharing Results in a Better Product at a Lower Price



The visitor's reception room

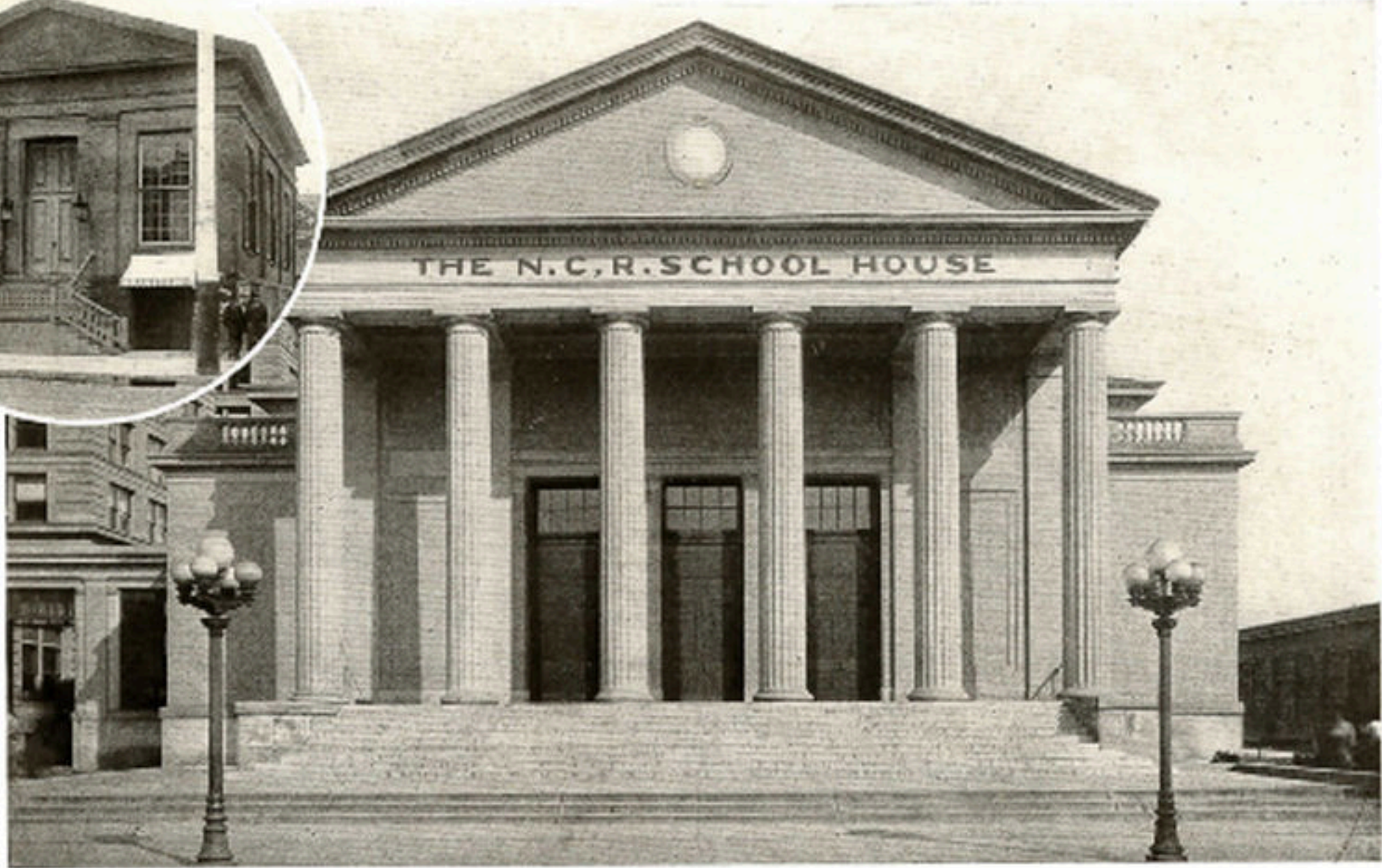


A class in  
home  
economics for  
the women  
employees

The Woman's Century Club is composed of all women employees. It meets twice each month in the Schoolhouse. Its object is to promote those things which will benefit the women members of our organization



The first  
N C R School-  
house, repre-  
senting the  
first step in  
industrial  
education



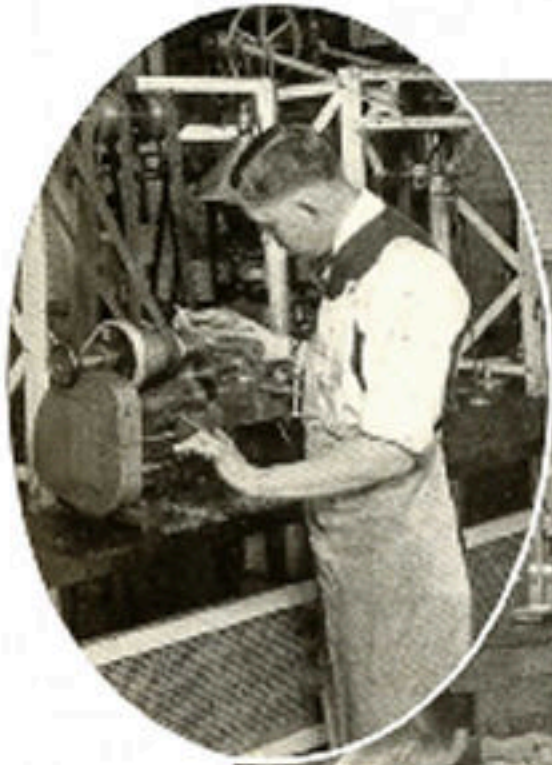
The N C R Schoolhouse seats 2,500 people. It is used for conventions of N C R salesmen, meetings of employees, entertainments, lectures, and civic meetings of different kinds



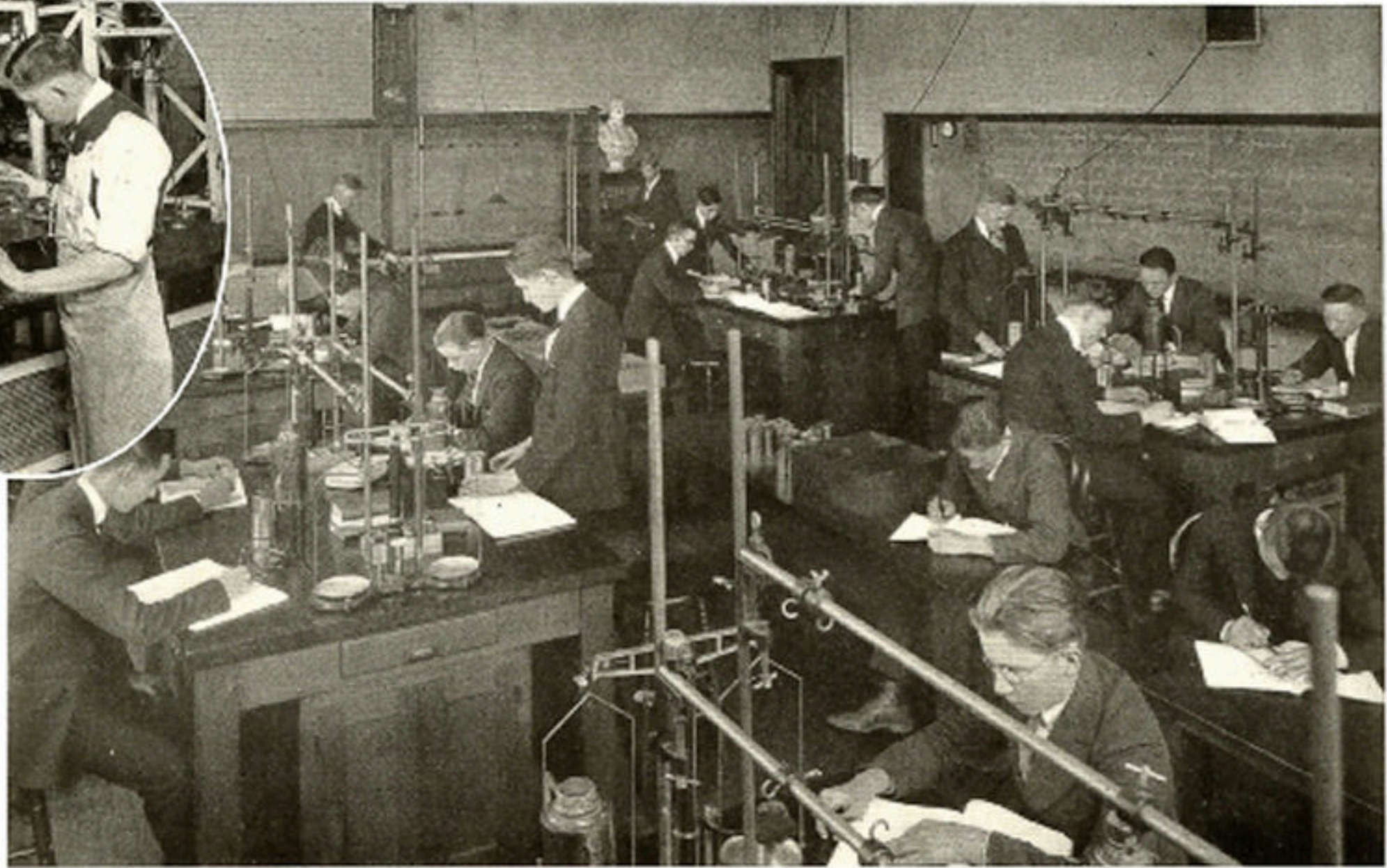


A section of our stereopticon slide department, which contains almost 100,000 slides on all subjects

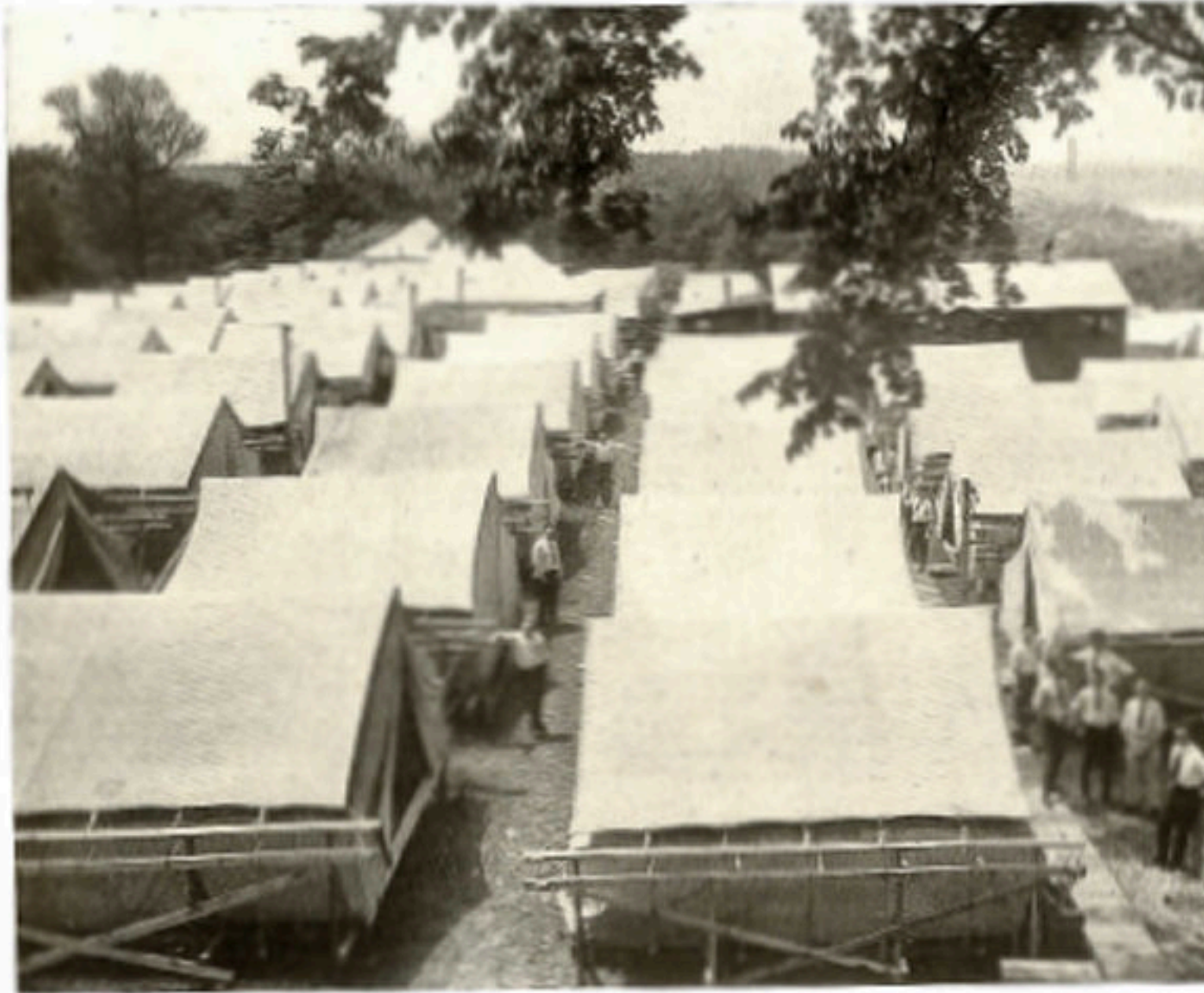
A noon-hour entertainment in the Schoolhouse. Motion pictures and other forms of entertainment are given here each noon. Many employees bring their lunch here and others come in after having had lunch in the dining rooms



Factory  
experience  
provides the  
practical side  
of education



Classes are conducted by the Company in connection with local high schools and neighboring universities. These provide a complete system of co-operative and continuation school education. Students divide time between the factory and the school

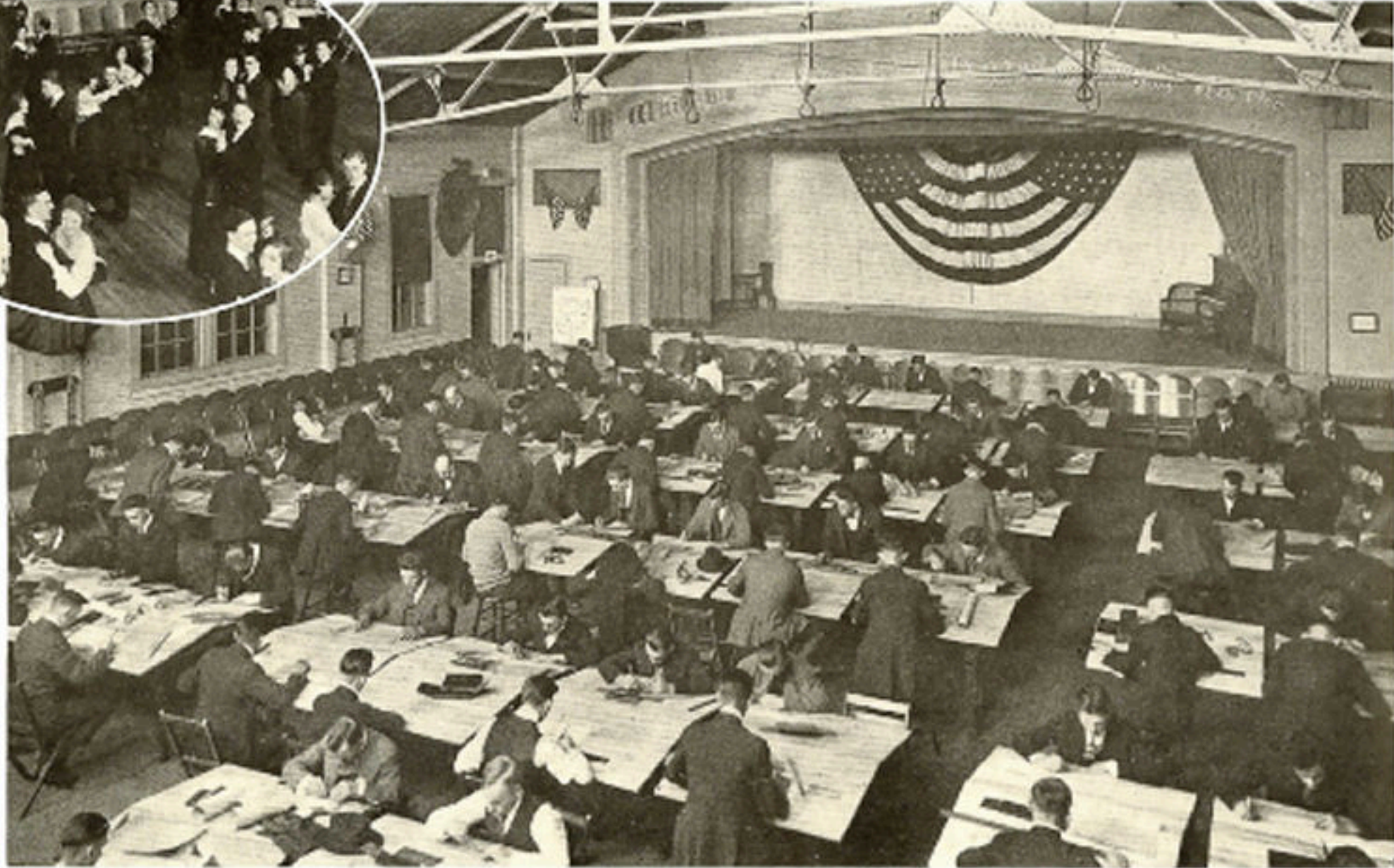


The first salesman's school in the country was started by John H. Patterson and held in this small building on the factory lawn

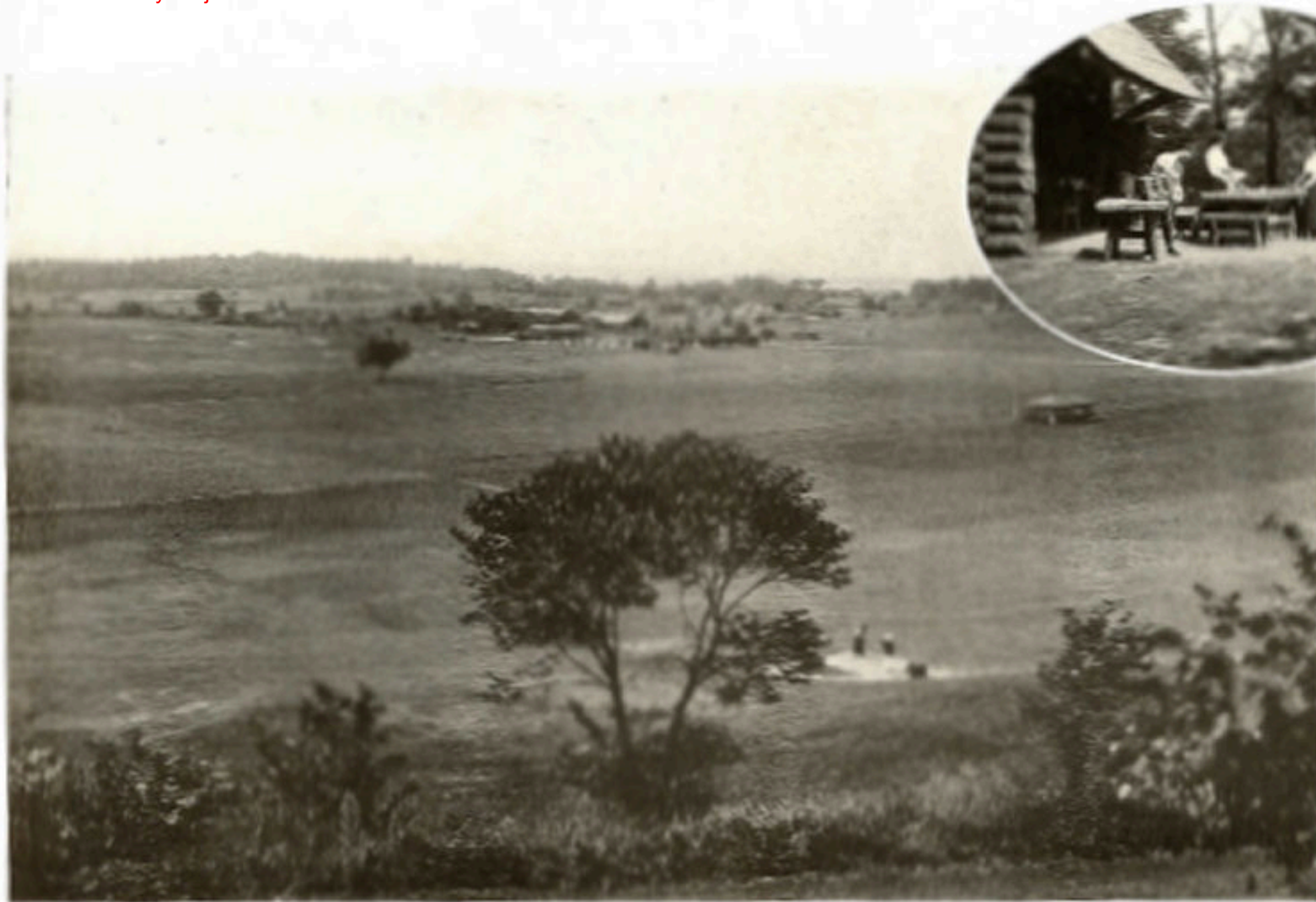
Intensive training of salesmen is one of the fundamental policies of this business. This picture shows the tented city in which a recent sales school of 250 men was held



Many factory social affairs are held here

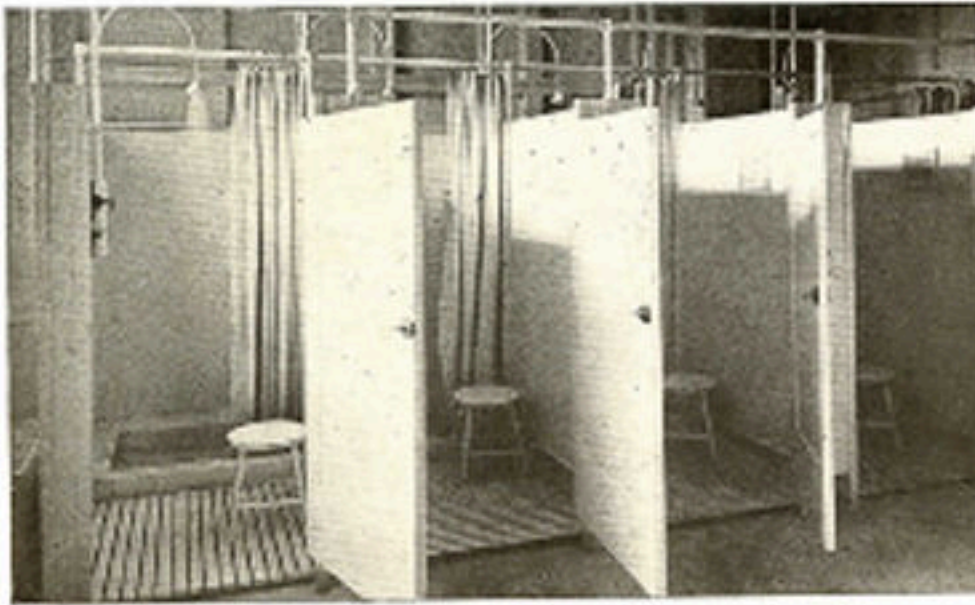


The N C R City Club has a number of classrooms as well as a large auditorium. Night classes in twenty-two subjects, with an average attendance of 1,000 are held here for our employees



One of the  
new camps in  
Hills and  
Dales Park

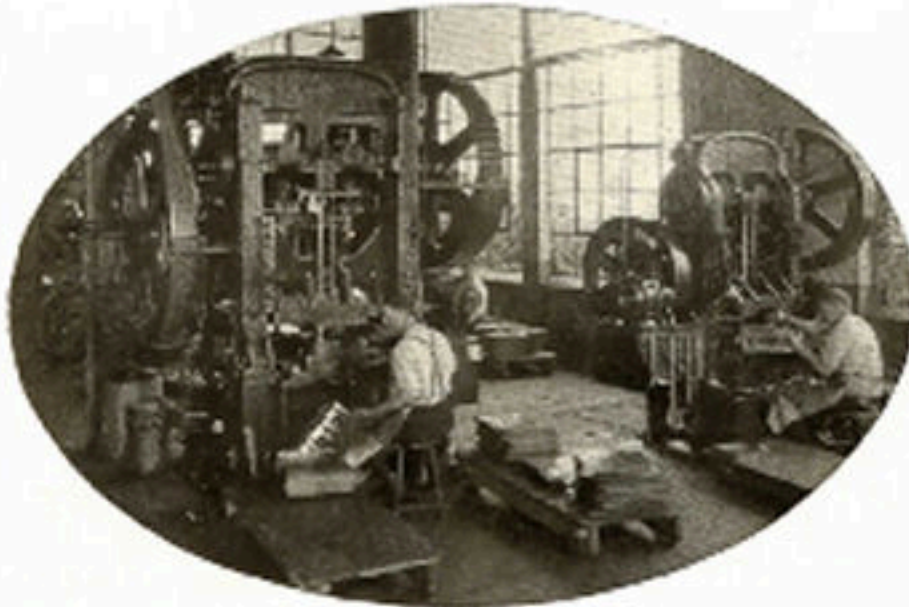
Hills and Dales Park, donated to the city of Dayton by John H. Patterson for a public park. It contains 325 acres, two eighteen-hole golf courses, tennis courts, and club buildings—a playground for the entire community



Every employee has the privilege of using the shower baths once a week in winter and twice a week in summer



Sanitary washstands are installed throughout the factory



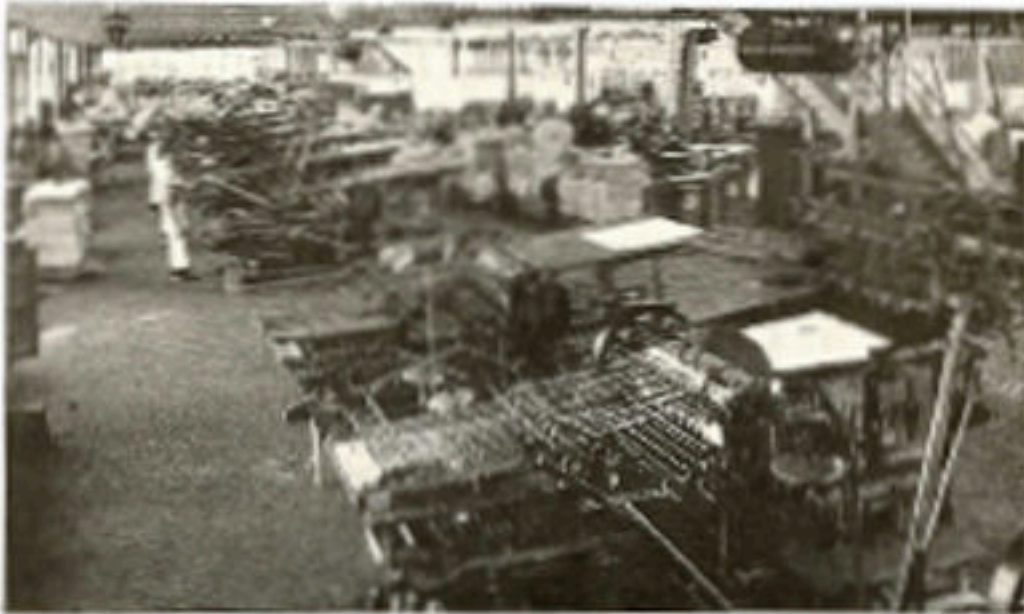
Modern machinery reduces costs and results in a better product



In the Repair School men are trained for service work in the field



The vista is typical of the way the factory grounds are beautified with shrubbery, flowers, and well kept lawns



Our Printing Division is devoted entirely to the production of cash register supplies and advertising material

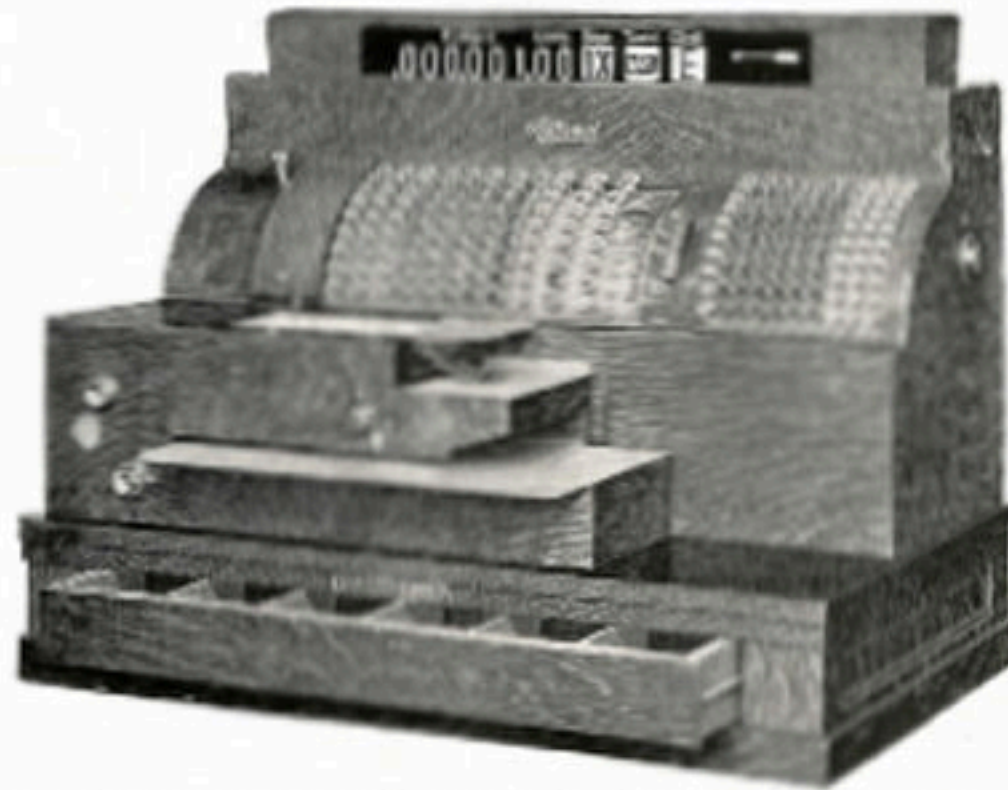


The castings used in building our product are made in our own foundries

## The Welfare Work of The National Cash Register Company Benefits Everybody


It Gives the Employee	It Gives the Employee's Family	It Gives the Company	It Has Given the Community	It Gives the Merchant
<ol style="list-style-type: none"> <li>1. Good, healthful working conditions.</li> <li>2. Hot meals at minimum cost.</li> <li>3. An opportunity to gain knowledge through:                             <ul style="list-style-type: none"> <li>The Library</li> <li>Classes in making, selling, and repairing car products.</li> <li>Co-operative and continuation schools.</li> <li>Night classes at N. C. R. City Club.</li> <li>Educational conferences and inspirational meetings in the Schoolhouse.</li> <li>Neighborhood entertainments.</li> <li>The Advance Club.</li> <li>The Progress Club.</li> <li>The Century Club for women.</li> </ul> </li> <li>4. Protection of health through:                             <ul style="list-style-type: none"> <li>Physical examinations.</li> <li>Continuous daily clinics.</li> <li>First aid service.</li> <li>Visiting nurse service.</li> <li>Massage and electrical treatments.</li> <li>Rest rooms for women.</li> <li>Dental Dispensary.</li> <li>Health education.</li> <li>Outdoor and indoor recreational activities.</li> </ul> </li> <li>5. Protection against accidents through education and safety devices.</li> <li>6. Relief Association benefits.</li> <li>7. Educational trips.</li> </ol> <p style="text-align: center; font-size: small;">FRANCIS C. B. A.</p>	<ol style="list-style-type: none"> <li>1. The knowledge gained through boys and girls' gardens.</li> <li>2. Social and educational advantages.</li> <li>3. Departmental and Company picnics.</li> <li>4. A contact with the entire organization through our factory paper, the "N. C. R. News."</li> <li>5. The advantages of The N. C. R. Women's Club.</li> <li>6. Instruction in home beautification.</li> <li>7. Outdoor camps for family groups.</li> </ol>	<ol style="list-style-type: none"> <li>1. Important improvements which result from suggestions of employees.</li> <li>2. A better product as the result of good working conditions.</li> <li>3. A closer and better relation with its employees.</li> <li>4. A reduction in the amount of sickness.</li> <li>5. Considerable reduction in the labor turnover.</li> <li>6. A more skilled and efficient body of employees.</li> </ol>	<ol style="list-style-type: none"> <li>1. Innovation in the beautification of its lawns.</li> <li>2. A school in landscape gardening.</li> <li>3. Prizes for the best results of landscape gardening.</li> <li>4. An incentive to organize neighborhood improvement associations.</li> <li>5. Community gardens.</li> <li>6. Hills and Dales Park, formerly N. C. R. Country Club, containing 325 acres.</li> <li>7. The Old Oaks Club.</li> <li>8. The Deyton Barnes of Merriam Research.</li> <li>9. Weekly educational meetings for children of the entire city.</li> <li>10. The free use of the N. C. R. Schoolhouse and the N. C. R. City Club Hall for public meetings to promote worthy enterprises.</li> <li>11. Educational streetcar rides and film services.</li> <li>12. Valuable publicity through the inspiring, illustrated lectures given to thousands of visitors from all parts of the world.</li> <li>13. Higher standards of civic life.</li> <li>14. Outdoor camps for social enjoyment.</li> </ol>	<ol style="list-style-type: none"> <li>1. The benefits of our Merchants' Service which includes:                             <ul style="list-style-type: none"> <li>Suggestions on methods of increasing sales.</li> <li>The results of our 40 years of continuous study of store management.</li> <li>Information and counsel in solving any store problem.</li> <li>Practical talks about better business methods.</li> <li>Suggestions for making salespeople.</li> </ul> </li> <li>2. An incentive and an example to apply the same principles to his own business and thus make more efficient employees and increase his profits.</li> <li>3. A striking illustration of the fact that the success of any business, large or small, depends largely upon the attitude of its employees.</li> <li>4. Cooperation with Retail Merchants' Associations and with trade organizations.</li> </ol>





*The Class 2000 National Cash Register represents the highest development in the building of cash registers. It is the result of 40 years of experience*

**The National Cash Register Company  
Dayton, Ohio**



**Welfare work  
is the  
heart of this  
business**